DOCUMENT RESUME

ED 418 473 EA 028 948

AUTHOR McWhinney, Will; Webber, James B.; Smith, Douglas, M.; Novokowsky, Bernie J.

TITLE Creating Paths of Change: Managing Issues and Resolving Problems in Organizations. Second Edition.

ISBN ISBN-0-7619-1007-7
PUB DATE 1997-00-00
NOTE 213p.
AVAILABLE FROM Sage Publications, 2455 Teller Road, Thousand Oaks, CA 91320-2218 ($21.95).
PUB TYPE Books (010)
EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS *Change; *Change Agents; Change Strategies; Leadership; Organizations (Groups); Resistance to Change; Role of Education; Self Concept; Social Action; *Social Change; Sociocultural Patterns; *Theory Practice Relationship

ABSTRACT

Individuals, organizations, and communities constantly engage in change. A theory of change and how one can become a change agent are presented in this guidebook. The text is based on a theory of change and resolution that has been tested over a period of 20 years. It offers effective strategies of change and tools for implementing these changes, suggesting that change agents look at themselves and then select a path of change that is appropriate for them. The book provides general rules that are applicable in any territory, and the reader is guided through the change process according to his or her world view. The relationship between modes of change and leadership style is discussed as well as how leaders and followers interact in the processes of change. A step-by-step problem-solving process is presented that identifies where change agents fit into a path of change and the characteristics of people who might best use this process. The chapters focus on such topics as modes of change, leadership and the team, the games of change, the paths of change, and solving the problem. Two case studies are provided to illustrate the process. (Contains approximately 95 references.) (RJM)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****